

COMPETENCE: LEADERSHIP

Definition: **Influencing people and/or groups, anticipating the future and contributing to their personal and professional development**

Mastery of this competence is closely related to: **Systemic thought, planning, self-motivation, interpersonal communication, decision-making, teamwork, objectives-based management, innovation, enterprising spirit, achievement orientation, self-fulfilment, confidence, support, human dignity, etc.**

Levels of mastery:

1. Taking initiatives and communicating them with conviction and integrity, stimulating others
2. Conveying confidence and moving others to action
3. Exercising influence in own surroundings to achieve desired objectives

Indicators:

1. Effective communication.
2. Personal consistency
3. Delegation. Empowerment
4. Promoting creativity
5. Recognition
6. Self-confidence

LEVELS OF MASTERY	INDICATORS	DESCRIPTORS				
		1	2	3	4	5
First level of mastery: <i>Taking initiatives and communicating them with conviction and integrity, stimulating others</i>	Communicating initiatives clearly	Avoiding or forgetting to communicate own proposals.	Has difficulty in making proposals understood.	Communicates initiatives with clarity.	Is convincing when conveying initiatives.	Enthusiases others with own initiatives.
	Maintaining consistency between what one says and does	Evident inconsistencies between what he/she says and does.	Sometimes is inconsistent. (Shows some inconsistencies).	Good consistency between what he/she says and does.	Maintains consistency in critical situations or when under pressure.	Conduct is a model of consistency and integrity.
	Delegating, distributing work in balanced way	Does everything without delegating part of the work to others.	Isn't good at distributing tasks.	Is good at distributing work well.	Distributes work according to capacity of each team member.	Distributes work conveying confidence.
	Stimulating others to think, promoting creativity	Isn't concerned with what others think.	Isn't much interested in getting others to contribute new ideas.	Encourages others to think for themselves.	Stimulates generation of ideas and suggestions through diverse procedures.	Thanks to influence on classmates, they are creative and improve the quality of what they do.
	Appropriately expressing recognition for things well done	Fails to recognise others' achievements.	Has difficulty in recognising the merits and contributions of others.	Appropriately expresses recognition for things well done.	Through recognition, stimulates satisfaction of group members at the work they've done.	With recognition fosters the initiative of others.

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Second level of mastery: Conveying confidence and moving others to action	Clearly conveying thoughts and moving others to action	Speaks but doesn't spark interest.	Awakens a certain interest, but without moving to action.	Conveys thoughts with clarity, moving others to action.	Generates important contributions based on own initial proposals.	Triggers good communication which sparks the initiative of others.
	His/her consistency gains support of others	Inconsistencies generate lack of confidence.	Lack of consistency makes people hesitate.	Gains support of others through consistency.	Generates confidence and moves others to action through consistency.	Generates involvement and commitment in others through consistency.
	Sharing responsibilities to motivate others	Distributes tasks mechanically (without paying attention to people's capacities).	Fails to involve people when distributing tasks.	Delegates responsibilities to motivate others.	Delegates responsibilities to spark initiative in others.	Delegates responsibilities to enhance the capacities of each group member.
	Stimulating others to produce ideas for improvement	Doesn't stimulate others to contribute.	The contributions elicited don't lead to action or improvement.	Stimulates others achieving good ideas that improve action.	Achieves high level of initiative in each person.	Obtains an atmosphere of fertile ideas and contributions that significantly enrich work.
	Moving others to action through recognition of merit	Expresses recognition arbitrarily or irregularly.	His/her form of recognition doesn't have a motivating effect.	His/her recognition of actions moves others to action.	Creates an atmosphere of mutual recognition that generates cohesion among the members of the group.	His/her recognition contributes to a feeling of identification and belonging to the group, achieving commitment to common objectives.

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Third level of mastery: <i>Exercising influence in own surroundings to achieve desired objectives</i>	Communicating decisions with conviction to achieve group objectives	Avoids communicating group objectives.	Fails to communicate group objectives with conviction.	Communicates decisions with conviction to arrive at group objectives.	Keeps group informed of all steps taken and their effect on group objectives.	Is able to enthuse group in the pursuit of common objectives.
	Demanding the same thing from self as from others to achieve objectives	Remains aloof from group objectives.	Requires others to meet objectives, without getting personally involved.	Demands the same thing from self as from others to achieve objectives.	Promotes in the group a level of mutual, shared exigency.	Creates group awareness and generates self-discipline in orientation toward common objectives.
	Delegating in order to achieve targeted objectives	Doesn't delegate to arrive at common objectives.	Distributes tasks, but without relating them to common objectives.	Delegates in order to achieve proposed objectives.	Not only delegates, but empowers others to take initiatives to arrive at common objectives.	Conveys enthusiasm so that others will make outstanding contributions toward group objectives.
	Making others think of attaining ambitious objectives	Overlooks contributions of group members.	Counts on others to attain objectives, but doesn't stimulate them to produce ideas.	Stimulates others to think about achieving ambitious objectives.	Systematically stimulates others to contribute ideas and initiatives.	His/her collaborators are confident that they can and should develop new ideas to contribute to attainment of group objectives.
	Recognising the contributions of others in attaining objectives	Takes others' contributions for granted, without pointing out the specific merit of each.	Tries but doesn't manage to involve others in the spirit of attaining objectives.	Recognises the contributions of others in the attainment of objectives.	Generates an atmosphere of honest, open mutual recognition among group members.	Individually stimulates each collaborator to pursue and identify with common objectives.

